

# DC Business and Industry Emergency Management Plan



Sponsored by the  
**District of Columbia  
Emergency  
Management Agency**

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**Mayor Anthony A. Williams**  
Government of the District of Columbia



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**District of Columbia  
Business and Industry Emergency  
Management Plan**

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# District of Columbia Business and Industry Emergency Management Plan

## I. Introduction

In the past, the private sector has often been given secondary consideration by government agencies when preparing for emergencies. Yet, it is clearly important that businesses have internal plans in place that will ensure their continued operation during and after emergencies take place. It is equally important that they have an emergency plan that ensures close coordination with local response agencies. It is through this coordination that businesses and industries will stay informed of emergency operations occurring at the local level, and will be able to keep their employees informed and ready to take protective actions for their safety when emergencies occur.

The District of Columbia Emergency Management Agency (DCEMA) recognizes the importance of emergency planning among businesses and industries of all sizes, and that a strong public-private sector partnership is vital to an effective community-wide emergency management program. The ***District of Columbia Business and Industry Emergency Management Plan (BIEMP)*** serves as a key component in the development of a public-private partnership by providing an emergency preparedness conduit between the private sector and the public sector. By following the structure of the DCEMA District Response Plan (DRP), the BIEMP provides businesses and industry with an understanding of important emergency management concepts and how local emergency response efforts will be conducted. In addition to serving as a coordination tool and guidebook on local emergency response, the BIEMP also serves as a model for the District's private sector organizations of all sizes to follow in developing their own emergency plans.

The BIEMP is designed to provide private sector employers and employees with an *understanding of their roles* before, during and after emergencies. The plan addresses concerns for emergencies, both internal to companies and community-wide. The BIEMP is designed to focus on the *safety of private sector employees and the protection of property* during emergencies. It is also designed to ensure that businesses and industries *experience minimal economic loss* by employing effective business continuity practices. The plan is structured to be *consistent with the DRP* and, similar to the DRP, the BIEMP is an "all hazards" plan. In other words, it is designed based on general emergency management concepts that can be followed in responding to all types of emergencies. According to a vulnerability assessment of the District, there are *four major categories of hazards* that may pose a threat to the District:

- **Natural Hazards** – severe weather, hurricanes, tornadoes, flooding, or earthquakes;
- **Infrastructure Disruptions** – utility and power failures, water supply failures, critical resource shortages, or exploding manhole covers;
- **Human-caused Events and hazards** – urban fires, special events, civil disorder, or transportation accidents; and
- **Terrorist Incidents** – bomb threats, sabotage, hijacking, or armed insurrection, which threaten life or property. Biological, chemical, radiological, and explosive agents can be employed during terrorist attacks.

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## II. How to Develop an Emergency Management Plan

### A. General

The availability of resources and internal response capabilities will affect how your company prepares for and responds to an emergency. Many large organizations have highly trained emergency response teams. These teams are capable of responding to small, isolated emergency situations without assistance from outside response organizations. Other businesses rely completely on outside response agencies for virtually any type of emergency.

This section of the BIEMP includes an emergency planning framework for businesses of all sizes and for all types of emergencies. If you are a small business, some of these functions may be integrated and you may rely on one individual (e.g., owner, manager) to ensure that the various tasks discussed below are accomplished. This may involve relying on outside emergency response organizations for certain tasks.

### B. Plan Development

Prior to developing an emergency management plan, there are a number of factors to consider: the size and type of operation of your business, what level or type of emergency your company is capable of responding to, and how much you are going to depend on local emergency responders. The level of sophistication and the amount of detail needed to develop your emergency plan will determine the number of steps that need to be taken in the pre-plan development phase. The diagram below identifies the steps your company should consider in developing an emergency management plan.



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Business and Industry Emergency Management Plan

Step 1: Team
Step 2: Risk
Step 3: Plans
Step 4: Relationship
Step 5: Continuity
Step 6: Personnel
Step 7: Resources
Step 8: Protect
Step 9: Practice

## Step 1: Develop Your Team

- Identify Who Will Develop the Plan - Consider forming a planning team made up of a group of individuals who represent different interests and levels within your company structure. Involving a group of provides a broader, more robust perspective on your company's risks and response capabilities. Consider individuals from the following areas:
  - Management
  - Labor/Staff
  - Human Resources
  - Environmental, Safety, and Health
  - Public Information
  - Financial and Purchasing
  - Legal

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## **Step 2: Conduct a Risk Assessment**

A key step in the pre-plan development phase is determining the types of hazards to which your business or industry is most vulnerable and determining the level of risk for each type of hazard. In order to determine risk, an assessment of the vulnerability of your facility should be conducted identifying the probability and potential impact of each hazard. Following are the categories of factors that should be considered

### **Historical**

Review the types of emergencies that have occurred in the community, at your business or industry facility and at other business/industries in the area. Consider the following types of hazards:

- Fires
- Hazardous Materials Releases/Spills
- Hurricanes
- Floods
- Tornadoes
- Winter Storms/Severe Weather
- Terrorism/Criminal Acts
- Transportation Incidents
- Utility outages
- Other emergencies

### **Geographical**

The location of your business or industry facility may contribute to its vulnerability. Consider the following:

- Proximity to flood plains and dams
- Proximity to manufacturing plants that produce, store, use, or transport hazardous materials
- Proximity to major transportation routes and airports
- Proximity to facilities identified as primary targets for terrorism
- Proximity to high crime rate areas

### **Technological**

The type of operation of your business may present certain risks especially your business contains or relies heavily upon technological systems that, if subject to failure, could generate hazardous consequences. Following are technological hazards that should be considered:

- Fire, explosion, or hazardous materials incident
- Safety system failure
- Telecommunications failure
- Information systems failure

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<b>Step 1:</b> Team	<ul style="list-style-type: none"> <li>• Electrical/natural gas power failure</li> <li>• Emergency notification system failure</li> <li>• Heating or cooling system failure</li> </ul>
<b>Step 2:</b> Risk	<p><b>Human Error</b></p> <p>Emergencies that result from employee error can result from the following:</p> <ul style="list-style-type: none"> <li>• Insufficient training</li> <li>• Poor maintenance</li> <li>• Carelessness</li> <li>• Misconduct</li> <li>• Substance abuse</li> <li>• Fatigue</li> </ul>
<b>Step 3:</b> Plans	<p><b>Physical Layout</b></p> <p>The physical design or layout of your businesses' facility may be a factor in determining your risk. Consider the following:</p> <ul style="list-style-type: none"> <li>• The physical construction of the facility</li> <li>• Layout of the equipment</li> <li>• Lighting</li> <li>• Evacuation routes and exits</li> <li>• Proximity of shelter areas</li> </ul>
<b>Step 4:</b> Relationship	
<b>Step 5:</b> Continuity	
<b>Step 6:</b> Personnel	<p><b>Analysis</b></p> <p>After you have reviewed the different possibilities for hazards that may impact your business or industry, analyze each potential emergency from beginning to end. Consider what could happen as a result of:</p>
<b>Step 7:</b> Resources	<ul style="list-style-type: none"> <li>• Prohibited access to the facility</li> <li>• Loss of power utilities (electric or natural gas)</li> <li>• Structural damage</li> <li>• Ruptured gas or water main</li> <li>• Water damage</li> <li>• Smoke damage</li> <li>• Communications lines down</li> <li>• Loss or damage to information systems</li> <li>• Air or water contamination</li> <li>• Explosion</li> <li>• Trapped person</li> <li>• Chemical release</li> </ul>
<b>Step 8:</b> Protect	
<b>Step 9:</b> Practice	

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### Identify Risks

Consider your findings from the vulnerability analysis and determine the types of hazards that apply to your business. Then take the following steps:

- List the types of hazards that may directly or indirectly affect your facility or business.
- Break the list down to identify those hazards that are most likely to impact your facility or business.
- Analyze human impact.
  - Consider the possibility of death or injury.
- Assess the property impact.
  - Consider the potential for property losses and damages.
  - Consider costs to replace, set up temporary replacements, or repair.
- Assess the potential business impact.
  - Business interruption.
  - Employees unable to report to work.
  - Customers unable to reach facility.
  - Company in violation of contractual agreements.
  - Imposition of fines and penalties or legal costs.
  - Interruption of critical supplies.
  - Interruption of product distribution.

### Determine Planning and Resource Priorities

Risk assessment is key in the plan development process. By identifying the hazards that present the most significant risks to your facility in terms of human, property, and business impacts, you will be able to make informed decisions to determine your company's planning and resource priorities.

Determining risks not only identifies areas of emphasis that can be addressed in the plan or through SOPs, it also identifies deficiencies that can be addressed through training or through mutual aid or contractual agreements.

### Mitigating Risk

For the purposes of this document, mitigation refers to the measures that businesses and industries can take to reduce the losses and risks threatened by an emergency. Companies should consider the impact that emergencies can have on their employees, their property, and their business operation. You can identify measures to reduce the chances of certain emergencies occurring, and/or you can reduce the severity of their impact when they do occur.

The results of your company's risk identification and assessment serve as the basis for determining the areas on which your business should focus its risk mitigation efforts. The risks that are determined to be the most likely to occur, with the highest

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potential for severe consequences, should be addressed first. In addressing these risks, your company should determine additional controls or measures that could be used to significantly reduce the risks identified. The goal in selecting these controls or measures is to reduce the level of risk to an acceptable level with a minimum effect on other company operations or capabilities. While complete elimination of the risk is unlikely, substantial reduction of the risk is achievable.

Risk mitigation measures come in many forms and can range from implementing very simple procedures, such as rearranging items in a room, to physically relocating an entire facility. The fact that risk mitigation can be costly is another reason for companies to prioritize their risks based on the most likely and severe risks. In addition to using the risk assessment results to identify the highest and most dangerous risks to your company, they can also be used to rank all risks identified. You can then weigh the risk against the cost of implementing mitigation measures (and the cost of failing to implement) to determine the feasibility.

Following are some common examples of risk mitigation measures that a company may implement.

- Structural
  - Installing storm shutters for all exterior windows and doors
  - “Floodproofing” facilities by constructing flood walls
  - Installing fire sprinkler systems
  - Records Preservation
    - Labeling vital records
    - Storing data off-site where they would not likely be damaged
    - Backing up computer systems
- Non-Structural
  - Installation of fire-resistant materials and furnishing
  - Securing items likely to fall or shake loose
  - Moving heavy or breakable objects to low shelves
  - Anchoring water heaters and bolting them to wall studs
  - Installing curtains or blinds to be drawn over windows to prevent shattered glass from injuring employees

Frequently, the most cost-effective mitigation measures occur before events, and especially during pre-construction or pre-occupation stages. Careful consideration to the risks posed by the business site itself can result in prudent selection of site location, building materials, architectural design, furnishings and fixtures. Work with structural engineers, architects, and the District’s building and zoning officials to make the smart choices, which will protect you from property damage, business interruption, and physical danger.

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### **Step 3: Review Existing Company Plans and Procedures**

Prior to developing the emergency management plan, your business should consider its current responsibilities, capabilities, and resources by reviewing existing plans and procedures, company policies, and regulations addressing emergency and environmental issues. Examples of some of the documents that should be reviewed include:

- Occupational safety and health regulations
- Facility evacuation plans
- Fire protection plan/fire codes
- Hazardous materials response plans
- Environmental regulations/policies
- Business continuity plans
- Existing Standard Operating Procedures for emergencies

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## **Step 4: Establish Community Relationships**

Businesses and industries should make an effort to communicate regularly and share emergency information with outside response agencies, neighboring businesses, and the surrounding community to determine their roles and responsibilities in preparing for and responding to emergencies.

- Coordination with local emergency response agencies – The DCEMA and other local emergency response agencies can assist businesses in developing their emergency management plans. Once the plan has been developed, it is important that the business/industry-government responder relationship be maintained to ensure that emergency operations are coordinated effectively.
- Coordination with other businesses – Businesses and industries should work with neighboring businesses and industries to identify areas where they may be able to assist each other during emergencies. They may consider establishing a formal mutual aid agreement or memorandum of agreement that identifies specific resources and/or situations where assistance can be provided.
- Coordination with community groups and the public – Outreach to private citizens through community groups such as Local Emergency Planning Committees or through company-sponsored events such as facility tours are important to engage the surrounding community in your company's planning process. Establishing a relationship with the public during the plan development phase and maintaining that relationship through regular communication will help to build their confidence and buy in to your company's emergency management plan and policies.

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## Step 5: Plan for Business Continuity

The goal of business continuity planning is to maintain and/or restore critical resources whose damage, in the event of a disaster, might disable any functional area or essential equipment supporting the systems or functions. This section discusses primary services and critical systems, and provides a general description of each. The purpose of this section is to provide the reader with a basic understanding of these services and functions and to provide a context against which preparedness activities can be introduced. Listed below are examples of tables that detail the critical systems and functions.

### Critical Systems and Primary Services Provided

These systems and services should be defined at a level of detail that allows meaningful analysis of the hazards and identification of contingency options. You should begin by providing a summary of the core business functions, recipients of these services/functions, the maximum allowable days of service interruption, and the criticality of each service and the decision maker. Following are examples of core business functions and critical systems essential to the operation of a company:

Core Business Functions				
Service Description	Recipients	Maximum Allowable Disruption (Days)	Criticality	Point of Contact
Reimburse Vendors				
Maintain Database				
Process invoices				
Issue checks				
General Operations				
Maintenance Support				
Hot-line				
Help desk				

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Critical Systems/Resources			
Critical System	Business Function	Primary Location	Secondary Location
Facilities			
Communication			
Security			
Network System			
Other Resources			

### Vendor and Customer Notification

List only the key customers and critical vendors, those who would need and expect personal notification. Being pro-active in contacting important vendors and customers so that they can be informed of an emergency situation within your company and prepare for the potential business impact it may have on them can go a long way in mitigating losses. The department and teams that are the primary direct contacts with vendors or clients should complete this form.

Critical Vendor List		
Vendor Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Comments:		

*List only vendors that you would be responsible for contacting.*

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<b>Key Customer List</b>		
Customer Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Comments:		

## **Other Business Partners or Support Providers**

When an incident occurs, you may need to contact some organizations that do not fall into one of the earlier categories. You should create a list of any of those additional entities too. Some of those entities include:

- Emergency response agencies such as police, fire, utility companies, and the American Red Cross (if your community uses the 911 system, that should be documented).
- Business Partners (internal and external) that are neither Vendors nor Customers. These could include internal business units who rely on your business unit for information, your management, and internal business units that would support your recovery. Examples include corporate insurance, internal security, facilities, public relations, and human resources.

The information needed to contact these entities is the same as for Vendors or Key Customers.

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<b>Business Partners/Support Providers List</b>		
Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Comments:		

## **Property Protection**

Protecting your property, resources and records is essential to ensuring that facility operations can be restored in a timely manner following an emergency. Establish procedures for:

- Closing or barricading doors and windows
- Shutting down equipment
- Covering or securing equipment
- Moving equipment to a safe location (if an alternate facility is established as described in the next section, you may want to move critical equipment, resources and records to that location)

Be prepared in the event that a facility shutdown is warranted. Designate personnel to authorize, supervise and perform a facility shutdown. Develop and post SOPs on your shutdown procedure and ensure that appropriate personnel are fully trained to include a clear understanding of when to abandon the shutdown effort. Identify:

- The conditions that could necessitate a shutdown
- Who will conduct the shutdown
- The effects of a partial shutdown on other facility operations
- How long it takes to shutdown and restart facility operations

You may want to consider installing systems to detect abnormal situations that provide warning and help to protect your property. Some of these considerations may include:

- Fire protection systems
- Lightning protection systems
- Water-level monitoring systems
- Overflow detection device

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Step 1: Team	<ul style="list-style-type: none"> <li>Automatic shutoffs</li> <li>Emergency power generation systems</li> </ul> <p>Your property insurer should be able to assist you with more information on the above systems and other special protective systems.</p>
Step 2: Risk	<p><b>Secondary Facility</b></p> <p>Select a secondary location to meet in case your facility is unavailable. Make sure key people know the location and have maps if necessary. This pre-defined meeting place will serve as a location for you and your key staff to plan your response to the incident.</p>
Step 3: Plans	<p>In choosing this meeting place, think about any key resources you would need there and consider its location. Some of the resource and location considerations are:</p>
Step 4: Relationship	<ul style="list-style-type: none"> <li><u>Location</u>: When selecting an alternate business work place you should consider a location relatively close to your normal work place and near the key staff members' homes. The location should not be so far away that staff members would have difficulty getting there. Conversely, it should not be so close to your normal work location that it could be affected by the same incident.</li> </ul>
Step 5: Continuity	<ul style="list-style-type: none"> <li><u>Vulnerabilities</u>: When selecting a location for your meeting place, especially for your secondary location, be sure to consider the types of vulnerabilities you have.</li> </ul>
Step 6: Personnel	<ul style="list-style-type: none"> <li><u>Communications Capability</u>: Because the ability to communicate with others is essential to effectively respond to any incident, make sure that the location you choose has enough telephones for your needs. If you have a cellular phone, you should plan to take it with you to this meeting place as another means of communication, and in the case landline phones are not working.</li> </ul>
Step 7: Resources	<ul style="list-style-type: none"> <li><u>Network Capability</u>: If you have a portable/laptop computer with Internet or e-mail capabilities, your meeting place should have the capability to connect that computer as well.</li> </ul>
Step 8: Protect	<ul style="list-style-type: none"> <li><u>Size of the Facility</u>: The location you choose should be big enough for the number of people that expect to congregate there. This is not an alternate place for your staff to work, though, only a place for you and your key staff to discuss your plan of action in response to the event and to manage your recovery efforts. Therefore, it does not need to be so large that your entire staff can work there if your facility is affected. The alternate work location can be addressed later when your complete Business Continuity Plan is documented.</li> </ul>
Step 9: Practice	

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**Step 1:**  
Team

Potential Secondary Location facilities include:

- Another company facility
- Hotel
- Convention Center
- Other Public Facility, example a library.

**Step 2:**  
Risk

When documenting your secondary location, you should include its name, street address, who to contact to gain access, and any security requirements. Ensure that a map to the location and a floor plan of the facility are available if this information is not familiar to the staff.

**Step 3:**  
Plans

**Step 4:**  
Relationship

**Step 5:**  
Continuity

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Personnel

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**Step 8:**  
Protect

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### Secondary Location Profile

Facility Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Security Considerations:		

### Continuity of Management

Following a disaster, you may find that some of your key personnel are not available when important recovery decisions must be made quickly. To be prepared for such situations consider the following:

- Chain of command – Identify who is authorized to make different types of decisions and ensure that clearly defined lines of succession for each decision-making position are in place.
- Legal Considerations – Consult your legal department regarding laws and corporate bylaws governing continuity of management.
- Develop SOPs defining your continuity of management/decision making process and ensure that employees are familiar with them.

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### Insurance

Before a disaster occurs contact your insurance agent to determine your individual needs. Waiting until after a disaster has happened can have devastating financial consequences on your business. Unfortunately, most companies discover that they are not properly insured only after they have suffered a loss. Following are some of the important issues that you should discuss with your insurance carrier:

- Your property's value
- Amount of insurance required to avoid becoming a co-insurer
- Causes of loss covered by your policy
- Your deductibles and their amount
- What your policy requires you to do in the event of a loss
- The types of records and documentation that your insurance company will require from you and if the records are stored safely
- The extent of your coverage for loss due to power interruption both on and off your company's premises
- The extent of your coverage for lost income due to business interruption and how long that coverage may be provided.
- The extent of your coverage for reduced income due to customers' not all immediately coming back once your business reopens.
- How your emergency management program will affect your rates.

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### Step 6: Assign Personnel

Depending on the size and emergency management capabilities of your business or industry, this section, which defines the individuals and system for your emergency management operations, will vary greatly.

The following are elements that should go into this section of your plan:

- Designation of a Facility Emergency Management Coordinator – The Facility Emergency Management Coordinator (FEMC) is the individual in charge of conducting emergency operations. Designating an Emergency Management Coordinator and identifying a clear chain of command, eliminates employee confusion regarding who has authority for making decisions during an emergency.
  - The FEMC should be in charge of command and control issues regarding all aspects of the emergency.
    - Depending on the size and capabilities of the organization, there may be an “emergency management team”; however, one facility coordinator should be designated as in charge with alternate backup. During an emergency, the FEMC, with the assistance of the emergency management team, is responsible for the “big picture” and controls all incident related activities.
    - Some facilities may use the Incident Command System (ICS) during emergencies. ICS can be applied where an Incident Commander oversees the technical aspects of emergency response and coordinates closely with the facility emergency coordinator.
- Personnel Management – In selecting personnel to fill emergency roles, consider individuals with decision-making authority who have expertise in the following areas: Security, Safety and Health, Environmental, Maintenance, Human Resources, Public Relations, and Planning and Logistics, then:
  - Assign personnel to specific emergency preparedness and response roles based on their areas of expertise.
  - Develop standard operating procedures (SOPs) for each position and prepare checklists that summarize the procedures that can be used as quick references.
  - Ensure that all personnel with emergency responsibilities have capable backup and that a clear line of succession is identified for key positions.
  - Ensure that all personnel including backup personnel are adequately trained for their positions.
  - Ensure that all personnel are familiar with how to recognize and report an emergency, warn co-workers, facility security and safety measures, and evacuation procedures.

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## **Step 7: Identify Resources**

Ensure that adequate resources and facilities are available to effectively respond to emergencies:

- Identify resources, equipment, and supply needs for each response function.
- Identify and designate a location to serve as the Emergency Operations Center (EOC).
  - The EOC is the location within the facility from which emergency operations should be coordinated by the facility emergency coordinator. The EOC can be a particular desk, office, cubicle or area, or in larger facilities a multi-purpose conference or training room.
  - Regardless of size or process, every business/industry should designate an EOC where decision makers can gather during an emergency.
  - Emergency SOPs, communications equipment, and activity logs should be housed in the EOC in an obvious and easily accessible location.

## **Communications**

Businesses and industries of all sizes should consider the functions that they might need to perform in an emergency and the communications systems needed to support them. Consideration should be given to all types of communication directed to the following:

- Employees and their families
- Internal and outside emergency response teams
- Neighboring businesses
- Private citizens
- Business customers
- Media
- Notification

Establish procedures for employees to report an emergency and train employees on procedures. In addition, establish procedures for making notification to government agencies.

- Identify individual(s) who will make the notification.
- Ensure that all federal/state/local notification requirements for emergencies are followed. DCEMA can assist you with determining these notification requirements.
- Prepare announcements that could be made over the public address system to notify employees of emergencies.

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### Warning System

- Establish a system for warning personnel of an emergency that is clearly audible/visible and within view and earshot of all facility employees.
  - Ensure that an auxiliary power supply is in place to provide for backup warning.
    - Have a distinct and recognizable signal that has been exercised.
    - Have plans for warning persons with disabilities.
    - Exercise and train staff on warning procedures.
    - Establish procedures for warning customers, and other non-employees who may be on premises.
    - Conduct regular tests of the warning system at least monthly.

**District of Columbia**  
**Business and Industry Emergency Management Plan**

<b>Step 1:</b> Team
<b>Step 2:</b> Risk
<b>Step 3:</b> Plans
<b>Step 4:</b> Relationship
<b>Step 5:</b> Continuity
<b>Step 6:</b> Personnel
<b>Step 7:</b> Resources
<b>Step 8:</b> Protect
<b>Step 9:</b> Practice

## **Step 8: Protect Your Employees**

Protecting the life and safety of everyone at your business or industry is the first priority during an emergency. Procedures must be in place to ensure facility staff are aware of hazards that are or may be threatening them. Additionally, all personnel must be trained to respond effectively to emergencies. All factors, including emergency procedures, the design of the facility, and available resources must provide staff with the means to take appropriate protective actions when necessary.

- **Evacuation Planning**

A facility evacuation can vary from one that is initiated due to an occurrence within the facility such as a fire or hazardous materials incident to a community-wide evacuation that may occur for a hurricane. When developing evacuation procedures, consider the following:

- The conditions under which an evacuation would be necessary for each potential hazard.
- Establish a clear chain of command. Identify personnel with the authority to order an evacuation.
- Designate individuals for specific functions while evacuation is underway, including assisting others in an evacuation, accounting of personnel, and shutting down critical operations.
- Establish procedures for assisting persons with disabilities and those who do not speak English.
- Ensure that evacuation procedures are posted in locations clearly accessible by employees.
- Identify assembly area(s) where personnel should gather and ensure that employees are aware of the designated area(s).
- Consider employee transportation needs for community-wide evacuations.
- Coordinate plans with the DCEMA.
- Train, exercise, and test your plans on a periodic basis.

- **Evacuation Routes and Exits**

The following practices should be followed when designating primary and secondary evacuation routes:

- Ensure that all routes are clearly marked and illuminated by emergency lighting.
- Evacuation routes and exits must be wide enough to accommodate the number of evacuating people, unobstructed at all times, and unlikely to expose evacuating personnel to additional hazards.
- Outside organizations should be requested to evaluate the feasibility of designated evacuation routes.

## District of Columbia Business and Industry Emergency Management Plan

Step 1: Team	
Step 2: Risk	
Step 3: Plans	
Step 4: Relationship	
Step 5: Continuity	
Step 6: Personnel	
Step 7: Resources	
Step 8: Protect	
Step 9: Practice	

- Sheltering

Emergencies may necessitate that staff seek shelter within the facility until the threat passes. The following issues should be considered when developing sheltering procedures:

- The hazards and conditions that would require staff to seek shelter within the facility
- Identify specific locations within the facility that could serve as shelter space for each hazard that occurs in the facility or in the community.
- Determine the need for emergency supplies such as water, food communications, and medical equipment.
- Designate shelter managers, if appropriate.
- Coordinate shelter procedures with DCEMA.

**District of Columbia**  
**Business and Industry Emergency Management Plan**

Step 1: Team
Step 2: Risk
Step 3: Plans
Step 4: Relationship
Step 5: Continuity
Step 6: Personnel
Step 7: Resources
Step 8: Protect
Step 9: Practice

## **Step 9: Practice Your Plan**

Training should be conducted on a regular basis for everyone who works at or visits your facility. Individuals must be familiar with the emergency plan including their roles and responsibilities as well as procedures for such things as notification and evacuation. Following are basic considerations for developing a training program:

- Determine how frequently training should be conducted (it is recommended that you conduct formal training for all new employees and at least every 12 months for other employees)
- Identify who will conduct the training and where the training will take place
- Identify what types of training activities will be used. Consider the following:
  - Classroom Instruction – Regularly scheduled orientation and education sessions to provide information, generate discussion, answer questions and identify needs and concerns.
  - Tabletop Exercise – Key emergency management team members discuss how they would respond to certain emergency scenarios.
  - Walk-through Drill – The emergency management team and others with emergency roles actually perform their emergency response functions based on a given scenario.
  - Functional Exercise – These drills are designed to test specific functions such as emergency notification, warning and communications procedures and equipment. A functional exercise may focus on one or two key areas or may cover multiple emergency functions.
- Determine how you will document and evaluate the effectiveness of the training

Invite community emergency responders from the DCEMA, police department and local fire department, to assist you in developing, conducting and evaluating your training program.

## District of Columbia Business and Industry Emergency Management Plan

### III. How the District and the Federal Government Manage Emergencies

#### *A. Introduction*

District police, fire and emergency medical service first responders handle many emergencies that occur on a day-to-day basis. As the magnitude of a public emergency increases, so will the requirement for non-traditional support from within the District. In the event that District resources and capabilities are exceeded, the District may call upon neighboring jurisdictions to provide mutual aid in accordance with standing agreements. The District may also call on the federal government to provide supplemental financial or physical resources necessary to deal with the overall impacts of the public emergency. The combined resources of the District, its partners, and the federal government represent an emergency response system that professionals apply nationwide to employ their various emergency teams, support personnel, specialized equipment, operating facilities, assistance programs, and access to private-sector resources.

#### *B. The District Response Plan*

The District of Columbia (the District) is a unique governmental entity in the United States. It is simultaneously considered a city, a state, and a federal entity, with many strong connections to the institutions of our national government. The White House, the Capitol, the Supreme Court, and dozens of federal agencies are located within the District. The Washington Monument, Lincoln Memorial, and other key symbols of our nation's history and culture also reside here. With its government institutions, defense interests, tourist attractions, and natural environment, the District is a unique and visible symbol of America -- highly visible but also vulnerable. The District is vulnerable to numerous hazards including severe weather, flooding, and hazardous material spills. It also is vulnerable to terrorist attacks. The District can manage many disaster situations with internal resources; however, there are possible incidents that may overwhelm its assets and capabilities. The District Response Plan (DRP) establishes the framework that ensures the District is prepared to deal with any of these hazards. The DRP structures the response organizations functionally, grouping capabilities, skills, resources, and authorities across the District government into functional areas. Using this functional framework, the DRP outlines how resources will be leveraged and implemented and, when necessary, how federal and regional partners will be engaged for support. The plan unifies efforts of District agencies and departments, non-governmental and voluntary organizations, and regional and federal partners involved in emergency management for a comprehensive effort to reduce the effects of any emergency or disaster within the District.

The DRP is organized into the following sections:

- The **Basic Plan** outlines how District agencies will respond to, recover from, and mitigate the impact of a disaster. The Basic Plan contains sections that describe policies, planning assumptions, concept of operations, operational life cycle, responsibilities, and preparedness cycle.
- The **Emergency Support Function Annexes** organize the District agencies and departments into Emergency Support Functions (ESFs). The District has identified

## District of Columbia Business and Industry Emergency Management Plan

15 ESFs, a structure patterned after the system outlined in the Federal Response Plan (FRP). Each of the 15 ESF Annexes to the Basic Plan outline the purpose and scope of each function, the operating policies, planning assumptions, concept of operations, and responsibilities of the lead and support agencies involved in each ESF. The 15 ESFs in the DRP are:

- ESF #1: Transportation
- ESF #2: Communications
- ESF #3: Public Works and Engineering
- ESF #4: Firefighting
- ESF #5: Information and Planning
- ESF #6: Mass Care
- ESF #7: Resource Support
- ESF #8: Health and Medical Services
- ESF #9: Urban Search and Rescue
- ESF #10: Hazardous Materials
- ESF #11: Food
- ESF #12: Energy
- ESF #13: Law Enforcement
- ESF #14: Media Relations and Community Outreach
- ESF #15: Donations and Volunteer Management

ESFs consist of a grouping of agencies and organizations that have similar emergency management responsibilities. A primary or lead agency is assigned to each ESF with an unlimited number of support agencies or organizations. Although ESFs are set up to address issues that fall into a certain area such as transportation or communications, they must coordinate with each other, the DCEMA and, in many cases the private sector for an effective emergency response to occur.

There are certain ESFs where the private sector has a clear role. Among these are ESF 7, (Resource Support) ESF 15, (Donations and Volunteer Management) ESF 3, (Public Works) and ESF 12 (Energy). Under ESF 7, DCEMA may depend heavily on businesses and industries to provide their services to assist in emergency response efforts. Heavy equipment, generators and refrigerated trucks are just a few examples of items that may be leased or purchased under ESF 7. Businesses and industries have historically been actively involved in ESF 15, often donating such things as bottled water, food and other items. Under ESFs 3 and 12, private sector facilities are key organizations involved in decision-making.

The case can be made for private sector participation in almost all of the ESFs. Matching private sector capabilities with ESF responsibilities is a practice that will help to strengthen the public-private partnership between the DCEMA and the businesses and industries throughout the District. The DCEMA is interested in business and industry feedback on how they can support this portion of the DRP.

Each ESF has a corresponding **District Emergency Action Pocket Guide**. These are tools to assist District Agency Duty Officers for each ESF in the performance of their assigned duties in the event of a public emergency in the District of Columbia. While these are separate documents and not contained in this plan, they are updated

## District of Columbia Business and Industry Emergency Management Plan

on a regular basis with key information from existing District agency emergency plans, and provide a quick reference for critical information.

The DRP also contains two other sections considered supplemental to the main portions of the document.

- **Appendices** contain additional pertinent information such as authorities, catalog of agreements, definitions and acronyms, and hazards affecting the District of Columbia.
- **Supporting Annexes** include additional annexes relevant to the DRP. Many of these supporting annexes are currently under development, and will be incorporated into future revisions. This section of the DRP is composed of the following annexes: Animal Protection; Logistics and Facilities; Financial Management; Occupational Safety and Health; Recovery Function; Special Events, National Capital Region; Terrorism; Bioterrorism, and Emergency Surface Transportation Evacuation Plan. (See *Figure 1: Organization of the District Response Plan*.)

### ***C. Federal Response Plan***

The Federal Response Plan (FRP) establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The FRP provides the following functions:

- Sets forth fundamental policies, planning assumptions, a concept of operations, response and recovery actions, and Federal agency responsibilities;
- Describes the array of Federal response, recovery, and mitigation resources available to augment State and local efforts to save lives; protect public health, safety, and property; and aid affected individuals and communities in rebuilding after a disaster;
- Organizes the types of Federal response assistance that a state is most likely to need under 12 ESFs, each of which has a designated primary agency;
- Describes the process and methodology for implementing and managing Federal recovery and mitigation programs and support/technical services;
- Addresses linkages to other Federal emergency operations plans developed for specific incidents;
- Provides a focus for interagency and intergovernmental emergency preparedness, planning, training, exercising, coordination, and information exchange; and

**District of Columbia  
Business and Industry Emergency Management Plan**

- Serves as the foundation for the development of detailed supplemental plans and procedures to implement Federal response and recovery activities rapidly and efficiently.

## District of Columbia Business and Industry Emergency Management Plan

### IV. References and More Information

Following are Web Sites of organizations that offer additional information on emergency management planning as well as business and industry emergency management issues:

- The District of Columbia Emergency Management Agency
  - <http://dcema.dc.gov>
- The Federal Emergency Management Agency
  - <http://www.fema.gov>
- The National Fire Protection Association
  - <http://www.nfpa.org>
- Contingency Planning and Management On-line
  - [www.ContingencyPlanning.com](http://www.ContingencyPlanning.com)
- Risk Management Internet Services (subscription required)
  - <http://www.rmlibrary.com/sites/disemerg.htm>

Following are recommended publications on business continuity planning:

- *A Guide to Business Continuity Planning*, James C. Barnes/Wiley, John & Sons, Incorporated
- *Business Continuity Planning: Protecting Your Organization's Life*, Ken Doughty/CRC Press
- *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*, William J. Rothwell/AMACOM
- *Information Security Management Handbook, Fourth Edition, Volume 1*, Harold F. Tipton/CRC Press
- *Business Continuity Program Self-Assessment Checklist*, Edmond D. Jones/Rothstein Associates, Incorporated
- *Definitive Handbook of Business Continuity Management*, Andrew Hiles, Peter Barnes/Wiley, John & Sons, Incorporated



# District of Columbia Business and Industry Emergency Management Plan

## **Appendix. Sample Emergency Management Plan**

The following document is a sample emergency management plan to use as guidance for the development of your business emergency management plan.



# ACME Industries Emergency Management Plan



# ACME Industries

## Emergency Management Plan

### **Purpose of Plan**

- Life safety during an emergency.
- Stabilization of the emergency.
- Human emotional and physical wellbeing during an emergency.
- Effective communication throughout an emergency response.
- Property conservation during a state of emergency.
- Business continuity.

### **Plan Availability**

A copy of the emergency management plan will be made available to each employee and will be available for review by vendors and customers. Updated versions of the plan are located in the following locations: Director of Administration's Office, Human Resources and Environmental, Health and Safety Departments and the two locations established as emergency operations centers (identified under the facilities section in the plan). The plan is also available through the company's Intranet website.

### **Review and Revisions**

As a living document, this Plan and its annexes should be expected to be under continual revision. It will be reviewed annually and following incidents for updates. Training on the plan will be conducted at least once annually.

### **Emergency Management Team**

In preparation for, response to, and recovery from emergency incidents, Acme Industries shall maintain a positive, safe working environment for workers, vendors, clients and guests. Each department shall establish its protocols in accordance with risk and safety issues identified for its specific area, and in cooperation with the guidelines provided in this plan. The Environmental, Health and Safety Director is designated as the Facility Emergency Management Coordinator (FEMC) and will be responsible for overseeing all emergency preparedness, response, recovery, and mitigation issues. The FEMC leads the Emergency Management Team, which will consist of one representative and an alternate representative from the following departments:

- Administration
- Public Relations
- Human Resources
- Finance and Accounting
- Legal
- Purchasing
- Information Technology
- Engineering, Utilities, and Maintenance

In making recommendations to fill the above positions, managers should consider individuals with decision-making authority. The FEMC will also select one or two individuals to serve on the team who are not at the management level.

Within the normal operations of the company, preparations for emergencies shall be made by:

<b>Task:</b>	<b>Responsible Unit:</b>
Maintaining a written Emergency Plan	Emergency Management Team
Maintaining training records	Human Resources
Maintaining written and verbal communications	Public Relations
Documenting drills/exercises and their critiques	Emergency Management Team
Using community response organizations in planning	FEMC/Emergency Management Team
Maintaining company supplies	Purchasing
Designating emergency facilities	Emergency Management Team
Establishing mutual aid agreements	FEMC/Emergency Management Team
Preparing a resource inventory	Finance and Logistics

Standard Operating Procedures (SOPS) for performing the above tasks (to include checklists) will be developed by the responsible organization. Upon approval by the FEMC, these SOPS will be maintained by the individual unit supervisors and the FEMC.

### **Risks**

A Risk Assessment conducted by the Emergency Management Team identified the following hazards to which the company may be vulnerable:

**Natural Hazards:** Hurricane, tornado, high winds, winter storms, heavy rains, hail, flooding, extreme temperatures.

**Technological/Infrastructure Disruptions:** Fire, explosion, or hazardous materials incidents; building collapse; failure of telecommunications, radio, television, information systems, or affiliated technologies; elevator malfunction, utility service interruption (gas, water, electricity, sewer, heat).

**Terrorist Incidents:** Bomb threats, building takeovers, hostage situations, sabotage, cyber-terrorism.

**Human-caused Events and Hazards:** Civil disturbances, labor stoppages (e.g. strikes), workplace violence, special events, and transportation accidents.

The Team considered the hazards listed above and applied the following factors, among others, to determine those that posed the most likely and significant risks to the company and its employees:

- Past History and Frequency – The types of emergencies identified include fires, hazardous materials releases, floods, hurricanes, tornadoes, and power outages.
- Geographic Concerns – The primary concerns identified based on geography are the proximity to two water treatment facilities and four industries that use extremely hazardous substances in their processes. ACME Industries is within the “vulnerable zone” identified for all six of the above hazardous materials facilities, all of which have extremely hazardous substances. ACME must consider the potential for accidental, as well as intentional, releases from these facilities (these facilities have all been identified as potential terrorist targets). In addition, another significant risk identified based on the company’s location is that certain portions of the company’s property that are prone to flash flooding in heavy downpours.

- Physical Layout of the facility – The most significant areas of concern regarding the facility's layout and how it may affect the risk of an emergency occurring were evacuation (both on-site and off-site) and the lack of sufficient space for sheltering-in-place.
- Existing Standards – Effectiveness of existing plans and procedures and employees' knowledge and understanding of what to do in all types of emergencies.

The risk assessment was used to identify areas within the company that require additional focus for emergency planning and response and to help prioritize resources. The risk assessment also will be used to identify areas where mitigation measures can be applied to help prevent or at least reduce the impacts of future potential emergencies or disasters. The following mitigation efforts – all of which are either completed or underway – were initiated based on findings of the risk assessment:

- Development of flood walls on the southeastern section of company property to prevent future flash flooding from occurring;
- Designation of an alternate facility location (identified later in plan) to which key staff may relocate temporarily if the company is directly impacted by an emergency or disaster;
- Implementing procedures for daily backup of computer systems;
- Storing and maintaining current, critical duplicate data at the offsite facility; and
- Providing financial assistance to neighboring hazardous materials facilities for installation of siren systems to warn ACME employees and others when a potential offsite hazardous materials release has occurred.

This plan and the emergency procedures identified in Annex A, in addition to providing a structure for preparing for, responding to, and recovering from emergencies or disasters, are examples of mitigation measures taken to reduce the impacts of future events.

### **Existing Plans and Procedures**

The ACME Industries Emergency Management Plan complements existing facility plans and incorporates some of the elements contained in those plans. The Emergency Management Plan is intended to be comprehensive in scope; however, it does not supersede plans developed for specific types of emergencies. SOPs provided in Annex A have been developed to instruct employees on specific actions to take in certain types of emergency situations. In addition, other SOPs (not included in this document) have been developed to provide guidance to Emergency Management Team members on how to carry out their individual roles and responsibilities in preparing for, responding to, and recovering from disasters.

### **Community Coordination**

As an active member of the DC Local Emergency Planning Council, ACME Industries has fostered relationships with numerous other private sector organizations as well as local emergency responders, volunteer, and community organizations. ACME Industries is actively involved with the community, sponsoring numerous events annually, and conducts regular facility tours to provide citizens with a better understanding of its processes and how the company prevents, plans for, and responds to all types of emergencies. Memorandum of Understanding are in place between ACME and four other companies (BCME, CCME, DDME and EEME) located in the immediate area, to assist each other during emergencies and ensure that the needs of employees and their families needs are addressed.

### **Business Continuity**

To prevent or reduce the potentially devastating impacts that emergencies can have on the company's continued business operations, ACME has instituted numerous measures. The company takes a proactive approach to identify all of its critical resources, systems, and functions; it has several plans ready to be activated at the first sign of an emergency situation. Business continuity measures are incorporated

throughout ACME's comprehensive emergency management plan, with specific responsibilities assigned to various Emergency Management Team members, depending on their areas of expertise. These are provided in more detail in the "Roles and Responsibilities" section of this document. Annex B provides tables that cover the areas that will be considered in business continuity planning. These tables, identified below, are to be used by the individual(s) to track information and resources for business continuity purposes.

***Table 1: Core Business Functions***

These are functions that should be inventoried to ensure that connectivity is maintained with ACME's vendors – as well as with the company's other general business functions, such as maintenance and database support. The table lists the specific functions and identifies the recipients of the functions, the maximum allowable number of days for disruption of service, the criticality (high, medium, low) of the function, and the individual who serves as the point of contact. The Finance/Logistics Coordinator, in coordination with the Information and Planning Coordinator, is responsible for ensuring that this table is maintained at all times.

***Table 2: Critical Systems and Resources Functions***

These are functions that are critical to the continued operation of ACME Industries. Facilities, including backup facilities to conduct emergency operations, ensure the safety of employees and other activities, communication systems, security systems, information management systems, and other resources are accounted for in the checklist. The business functions of each of these systems and resources should be identified as well as their locations. The Communications and Infrastructure Coordinator, in coordination with the Information and Planning and Security Coordinators, is responsible for maintaining the checklist.

***Tables 3 and 4: Critical Vendor and Customer Lists***

This list should be maintained to ensure that ACME's critical vendors and most loyal customers are kept informed of emergency or potential emergency situations within the company that may disrupt services temporarily. In the event that ACME's services are temporarily interrupted, it is important to let our critical vendors and customers know to allow them to plan accordingly. On the other hand, in the event that we are able to maintain operations throughout a community-wide disaster, it is important to contact them to let them know that we are available to them. The Finance and Logistics Coordinator is responsible for maintaining these critical vendor and customer lists.

***Table 5: Business Partners and Support Providers List***

This list will be used to ensure that important organizations that may be needed during emergencies can be readily contacted. The organizations include the DCEMA, the local fire department, police, insurance providers, utility providers, and the companies with whom ACME has entered into Memorandum of Agreement. Volunteer organizations, such as the Local Emergency Planning Council and the American Red Cross, should also be listed. Current information on points of contact (and alternates), telephone number, mailing address, fax, and e-mail address should be provided on this list. The Facility Emergency Management Coordinator or his/her designee is responsible for maintaining this list.

***Table 6: Secondary Location Profile***

The security center of the company satellite office/warehouse located at 800 Industrial Boulevard has been designated as the secondary location for the Emergency Operations Center (EOC) in the event that the primary EOC is not available. This is the location where the company Emergency Management Team and other key company personnel will convene in the event that the primary EOC is impacted. (See the "Facilities" section of this document for additional information on the EOC capabilities.) This location has additional office space which will serve as a secondary location

for key staff not involved in emergency response efforts to congregate to ensure that business operations continue. The satellite office is equipped with current company data and resources (including network accessibility, telephones, facsimile, critical records) to ensure a smooth transition in the event of an emergency or disaster. The Facility Emergency Management Coordinator or his/her designee is responsible for ensuring that the secondary location profile is maintained and that all employees with emergency responsibilities are completely familiar with the procedures for activating the secondary facility.

### ***Continuity of Management***

The Company Chief Executive Officer (CEO) is in charge of overseeing all business operations and will direct business operations before, during, and after emergencies or disasters. In the event that the CEO is not available, the line of succession is as follows:

- Director of Administration
- Assistant Director of Administration
- Director of Human Resources
- Director of Finance and Accounting

### **Emergency Response**

ACME Industries shall respond to emergencies using the standards of the nationally recognized Incident Command System (ICS) as its guideline. The ICS enables one or more responding agencies to initiate and conduct a coordinated response to an incident. The priorities of the ICS system are:

- Life safety,
- Incident stability, and
- Property conservation.

Within the Incident Command System, authority is delegated under five major areas of incident management:

- Command
- Planning
- Operations
- Logistics
- Finance and Administration

In the event of non life-threatening situations, activation of the Emergency Plan will initiate an internal response using ICS protocols as guidelines.

In the event of an emergency requiring response by outside emergency response agencies, the command of the incident will be relegated to the DCEMA or other proper emergency response authorities. ACME personnel will concentrate on maintaining the safety and operation of the company's employees and property, and provide assistance and support to the emergency responders, as requested.

The ACME Emergency Management Team will be assembled and other company personnel may be recruited to assist with managing the emergency. The FEMC (Environmental, Health and Safety Director) shall serve as the Director of the Emergency Management Team and assign duties of incident management above. In the Environmental, Health and Safety Director's absence, the chain of command is:

- Assistant Director, Environmental, Health and Safety
- Director, Engineering, Utilities and Maintenance
- Assistant Director, Engineering, Utilities and Maintenance
- Director, Public Relations

**NOTE:** This chain of command relates only to emergency response. For line of succession for running business operations, see the "Business Continuity" section of this plan.

### **Emergency Personnel Roles and Responsibilities**

#### Facility Emergency Management Coordinator (FEMC)

The FEMC has primary responsibility for effectively managing any incident that might occur on or affect ACME Industries. The FEMC is the Emergency Management Team leader and will be responsible for taking command of the Emergency Operations Center and issuing necessary directives. Following are guidelines for the FEMC:

- Report to the designated Emergency Operations Center
- Determine need to relocate to an alternate EOC/work facility. Coordinate with the Information and Planning Coordinator.
- Ensure that the Emergency Management Team and key staff are familiar with alternate facility location relocation procedures.
- If not already determined, decide if evacuation or partial evacuation of the building is required.
- Notify outside emergency response agencies if their assistance is required or if the incident threatens to affect an offsite population.
- Ensure that notifications are made to appropriate local, state, and federal authorities to comply with applicable regulations.
- Contact the CEO, the Director of Administration, and the Director of Human Resources
- Notify key Emergency Management Team members.
- Disseminate information with the assistance of the Public Information Officer, on emergency leadership positions.
- Designate specific responsibilities to the Emergency Management Team Members
  - Incident Commander
  - Information and Planning
  - Financial and Logistics
  - Communication/Public Information
  - Site and Worker Safety
- Establish an incident action plan in conjunction with the Emergency Management Team members
- Decide on policies regarding issues of concern, which could include:
  - Resources needed from outside the company
  - Financial and legal issues

- Policy interpretation
  - Media interaction
  - Political and social concern
  - Requesting Critical Incident Stress Intervention Response Team (through Human Resources Director) to assist with the emotional support of staff and families affected by the incident.
- Initiate the Recovery Phase of the incident
  - Keep an accounting of the actions, communications and directives throughout the incident
  - Order a post-incident critique.

#### Incident Commander (IC)

The IC is responsible for front-line management of the incident, tactical planning and execution, assisting (in conjunction with the FEMC) in determining whether outside assistance is needed, and relaying requests for internal resources or outside assistance through the EOC. The IC will be selected by the FEMC from trained management personnel within the Environmental, Health and Safety or Engineering, Utilities, and Maintenance Departments. Following are guidelines for the IC:

- Assume command at the scene of the incident.
- Implement the emergency management plan.
- Ensure effective coordination with the facility EOC.
- Determine the response strategies.
- Determine need for and activate resources.
- Oversee all on-scene incident response activities.
- If outside response organizations are involved, follow the direction of the community IC and provide a complete report on the situation.
- Keep track of which organizations are on-site and how the response is being coordinated.
- Declare that the incident is “over.”

#### Information and Planning Coordinator

- Coordinate with Finance and Logistics Coordinator to ensure that all core business functions are maintained and can be readily addressed in preparation for emergencies or disasters.
- Coordinate with Communications/Infrastructure Coordinator and Security Coordinator to ensure that records on all critical systems and resources are kept current and readily available.
- Assist with deployment to alternate location to relocate business operations during emergencies/disasters.
- Ensure that adequate resources are available at alternate location
- Assess the impact that temporary and permanent loss of facilities has on business operations.
- Conduct a survey of affected or needed company records/electronic resources
- Assist with coordination of Emergency Management Team in gathering resources for emergency management.
- Keep an accounting of the actions, communications and directives throughout the incident.
- Coordinate the emergency operation plans for the incident with other work units and other applicable emergency plans.
- Coordinate information for the Emergency Management Team.
- Take minutes of briefings/meetings and disseminate team information.

Appendix A: Sample Emergency Management Plan  
Acme Industries Emergency Management Plan

- Set up graphics board or equivalent for team briefings.
- Arrange follow-up meeting locations and notify team members regarding briefings.
- Maintain a daily log of team activities.
- Keep complete documentation of the event in progress.

Finance and Logistics Coordinator

- Activate essential teams to respond to the incident to fill the following functions (as needed)
  - Mitigation and damage control of physical property
  - Human resource management
  - Financial management and emergency purchasing
  - Vital record and holdings protection
  - Clerical and administrative staff to assist in the Emergency Operations Center
  - Needs assessment and delivery coordination of outside resources
  - Outside responder needs
  - Documentation of the event in progress
  - Recovery planning
- Keep an accounting of the actions, communications, and directives throughout the incident.
- Maintain Core Business Functions chart and use the chart during emergencies to ensure that all functions are addressed (coordinate with Information and Planning Director).
- Maintain Critical Vendor and Customer lists and ensure that they are contacted during emergencies to inform them of the company's status.
- Assist in garnering external financial and human resources, i.e., donations of time, money or talent, as may be needed.
- Maintain work unit staffing throughout the duration, possibly bringing in contract professionals, as necessary, to manage the situation.
- Monitor the situation for potential loss issues
- Assist in decisions regarding:
  - Resources from outside the company
  - Food, water, shelter for employees
  - Financial and legal issues
  - Policy interpretation
  - Political and social concerns
  - Survey of company records
  - Incident records, including photographs when feasible

Employee and Site Safety Coordinator

- Coordinate employee issues, such as office relocations and office closure, with the Public Information Officer and the Human Resources Director.
- Develop a coordinated plan of response with the Emergency Management Team
  - Implement evacuation and relocating employee procedures or shelter-in-place procedures if required
  - Coordinate with Communications Coordinator to establish an emergency telephone information center to handle calls to and from families.
- Determine the staffing of the team needed to respond to the situation. Critical areas include:

Appendix A: Sample Emergency Management Plan  
Acme Industries Emergency Management Plan

- Medical attention and counseling
  - Short and/or long-term Shelter
  - Food and drinking water
  - Toilet facilities
- Monitor the effect of the incident on employees and recommend a response.
- Assign and train floor marshals to assist with building evacuations.
- Communicate with family members if an employee is affected. Comfort the family and attend to the family's needs.
- Request a Critical Incident Stress Intervention Response Team through the Human Resources Director, if necessary.
- Assist in establishing an incident action plan in conjunction with the Emergency Management Team members.
- Provide incident command and Emergency Management Team information on potential hazards within buildings.
- Assist in the calculation of assumed risk for those areas.
- Provide information on exposure, remedy, and clean up of potentially impacted areas.
- Coordinate with the FEMC to ensure local, state, and federal regulations are followed in reporting releases of hazardous materials during and following the incident to proper authorities.
- Provide for proper disposal of impacted hazardous materials following the incident.
- Separate hazardous and non-hazardous debris during damage assessment.
- If appropriate, join community emergency operations center or command post.
- Control hazardous substances.
- Assist in the facility survey.
- Assess and monitor hazardous or unsafe situations.
- Review and implement safety measures for emergency responders.
- Identify hazardous situations associated with the incident and prevent unsafe actions.
- Meet with insurers regarding employee and property concerns, if necessary.
- Keep an accounting of the actions, communications, and directives throughout the incident.

Communications and Infrastructure Coordinator

- Develop a coordinated plan of response with the Emergency Management Team
- Maintain the Critical Systems and Resources chart to ensure accurate accounting of systems and resources and have that information readily available in preparation for emergencies or disasters. Coordinate with Information and Planning and Security Coordinators.
- Establish and maintain internal and external communications during the state of emergency.
- Establish an emergency telephone information center to handle calls to and from families, neighboring businesses, and customers.
- Coordinate closely with Public Information Officer for media inquiries.
- Assess the impact that temporary and permanent loss of facilities has on business operations.
- Keep an accounting of the actions, communications, and directives throughout the incident.
- Establish alternative communication needs for and with employees
- Identify everyday functions performed by facility and communications, both voice and data used to support them.
- Consider business impact if communications were inoperable and how this could affect emergency operations.
- Prioritize all facility communications to determine which should be restored first in an emergency.

- Coordinate emergency procedures with XTEL Communications.
- Determine and implement backup communications for each business function.
- Ensure that alternate facility location is equipped with adequate primary and backup communications.
- Ensure that warning system is tested regularly (both audio and visual) and that an auxiliary power supply is in place and functional.
- Establish procedures for restoring communications systems.
- Test all communications systems once monthly at a minimum.
- Establish and maintain SOPs for all communications functions.
- Ensure that all Emergency Management Team members are fully trained on all communications SOPs.

#### Public Information Officer

- Establish communications with the Incident Commander and FEMC.
- Draft a company public relations plan. Coordinate the plan with the Emergency Management Team.
- Prepare public statements in conjunction with the Emergency Management Team.
- Provide FEMC or designee to answer media inquiries.
- Notify staff to prepare for incoming inquiries.
- Monitor and record media personnel on site.
- Ensure that media personnel are located separate from emergency operations.
- Arrange briefings for the Emergency Management Team.
- Plan new conferences on briefings (as needed).
- Prepare responders / spokespeople.
- Coordinate closely with the Information and Planning Coordinator to capture the most up to date incident information.
- Establish electronic or alternative communication methods, as needed/
- Photograph the scene, if it's safe to do so.
- Initiate rumor control.

#### Security Coordinator

- Coordinate with Communications/Infrastructure and Information and Planning Coordinators to ensure accurate and current records are maintained on critical systems and resources.
- Initiate appropriate response protocols for the type of emergency and, if needed:
  - Furnish and direct staff and equipment to set up barricades
  - Maintain security in the affected area;
  - Support offsite evacuation efforts;
  - Establish traffic flow routes and assisting with traffic control;
  - Request search and rescue operations;
  - Secure evidence by blocking off areas where it may exist
  - Maintain crowd control; and
  - Direct large-scale on-site evacuations.
  - Request backup personnel
  - Identify and coordinate emergency services including the need for outside assistance. Relinquish security responsibilities to appropriate responders and serve as company site liaison to the incident.

## **Resources**

### Emergency Operations Center

To effectively manage the incident, the FEMC will establish an EOC, which will be located in the company training center, which is located on the southwest end of company property (near intersection of Main and Elm Streets). The EOC will be set up in the lower level (Room LL111) of the training center. The FEMC and Emergency Management Team coordinators will work from the EOC to coordinate response operations during emergencies. In the event that the company training center is threatened or impacted by the incident, an alternate EOC will be set up at the company warehouse (security office) located at 800 Industrial Boulevard. Each Emergency Management Team coordinator is responsible for ensuring that up to date SOPs (including staff call down lists) and hazard-specific emergency plans are housed in the primary and alternate EOC locations so that they are readily available during emergencies. The Finance and Logistics Coordinator is responsible for ensuring that all other required supplies and resources are available at both locations and can be set up in “turn-key” fashion.

Both the primary and secondary EOC are equipped with the following resources:

- Communications equipment (telephones, computers, radios).
- Backup power, communications and lighting.
- Telephone directories.
- Status boards, site maps, blueprints.
- Technical information and data for advising responders.
- Activity logs and office supplies.
- SOPs and hazard specific emergency plans (as referenced above).
- Site safety and building security information.
- Emergency supplies.

## **Communications**

Employees, employees’ families, local response agencies, neighboring businesses, and the community will be notified of site emergencies using communication tools available during the emergency. They may include:

- Landline telephone
- Cellular telephone
- Two-way radio
- Intercom system (internal employees located within building)
- E-mail
- Facsimile
- Web page updates
- Electronic sign messages
- Television and radio broadcast
- Personal interaction/messengers
- Building fire-alarm audio systems

Landline telephone is the primary means of communication used between the EOC and off-site individuals/organizations. In the event that regular telephone communications are damaged, cellular telephones or two-way radio will be used to communicate with outside response organizations. Communication between the facility EOC and the facility IC will be conducted primarily via cellular phone and/or two-way radio. An emergency telephone information center to handle outgoing and incoming calls

from employees and their families, neighboring businesses, private citizens, and business customers will be set up and maintained in the employee lounge adjacent to the EOC. The Communications and Infrastructure Coordinator of the Emergency Management Team is responsible for implementing all communications tasks and procedures as detailed under the “Roles and Responsibilities” section of this document.

### Notification

Procedures for making emergency notifications have been posted in all public gathering areas throughout the site and next to all public telephones. All employees should be familiar with these procedures to report emergencies and follow them as identified below:

#### **Reporting Emergencies**

An individual witnessing an emergency shall:

- Dial extension 0911 to report any fire, rescue, life threatening or medical emergencies to the 24-hour on site security station. Be prepared to provide the following:
  - Your name
  - Type of emergency
  - Exact location of emergency
  - Telephone extension number from which you are calling
  - Hang up the telephone

NOTE: Ensure your own personal safety prior to implementing the above procedure.

In the event of a fire, chemical release, or other hazard with potential exposure to the general employee population, activation of the fire alarm system will initiate the evacuation alarm.

Notification to government agencies to comply with local, state, and federal regulations will be coordinated by the FEMC. The FEMC may delegate the notification responsibilities to the following: Alternate FEMC, Communications, and Infrastructure Coordinator, Director of Engineering and Maintenance or Environmental, Safety, and Health senior personnel. SOPs for notifying government agencies must be followed in making the appropriate notifications.

### Warning System

If the audible/visual alarm system is activated, employees should evacuate immediately according to company evacuation procedures (Annex A). The Employee and Site Safety Coordinator will ensure that the warning system is tested on a monthly basis and that all employees are completely familiar with evacuation procedures.

### **Protecting Employees**

#### Evacuation Planning

Evacuation may be required immediately in situations such as fires, hazardous materials incidents, or bomb threats or in coordination with community emergency response efforts for hurricanes or approaching winter storms. The FEMC has overall authority to order an evacuation of the building; however, in the event that an employee witnesses an emergency such as a fire or hazardous material spill, that he or she deems as immediately life threatening, that individual can activate the alarm system by triggering the fire alarm at one

of the locations throughout the building. In addition to the FEMC, the Employee and Site Safety Coordinator and Director of Administration have authority to order evacuations.

Floor marshals and alternate floor marshals, appointed by the Employee/Site Safety Coordinator, are assigned to each individual business unit throughout the building (names and photographs are posted on business unit bulletin boards) and have the following responsibilities during an evacuation:

- Assist individuals with disabilities.
- Assist individuals who are not familiar with evacuation procedures (e.g., customers, vendors, visitors).
- Ensure that the entire area has been evacuated.
- Shut down critical operations in area.
- Evacuate themselves.
- Ensure that all employees have assembled in pre-designated area outside the building and that all are accounted by conducting head count. If individual(s) cannot be accounted for, notify the FEMC immediately of individual(s) name and last known location.
- For off-site evacuations where employees and non-employees are sent home or to shelters, ensure that all are provided with transportation.
- Provide findings to the Employee/Site Safety Coordinator or the FEMC.

The Employee/Site Safety Coordinator through coordination with the FEMC, shall ensure that all evacuation plans are coordinated with the DCEMA and that all employees are familiar with evacuation procedures by ensuring that they are prominently displayed in common areas throughout the site and by providing regular training and exercises.

### Sheltering

Depending upon the type of incident, the FEMC and Emergency Management Team may determine that sheltering inside the building is the most appropriate protective action. In the event that sheltering-in-place is required, employees will be notified via the intercom system and e-mail and directed to follow required procedures and report to their designated shelter areas within the building. As a backup means of notification, the Emergency Management team and floor marshals will personally notify each area of the building of the shelter-in-place order.

The FEMC and Employee/Site Safety Coordinator should ensure that emergency supplies including food, water and medical supplies, are in place at each of the designated sheltering areas inside the building. In addition, they should ensure that sheltering procedures have been coordinated with local response agencies, including the DCEMA.

### Post Incident Critique

The FEMC shall initiate a post-incident critique as soon as practical following any emergency incident requiring activation of this plan. The purpose of the critique is to identify and define any problems that may have been encountered during the response, seek alternatives, disclose ways to prevent future incidents and improve the Emergency Management Plan.

### **Recovery**

Once the emergency phase of the incident has concluded, the next priority will be to re-establish normal operating conditions. The Director of Administration will appoint a Recovery Team that will guide the company back to normal operations. The composition of the Team will be determined by the nature and magnitude of the emergency and the impact it has had upon ACME Industries.

All departments and programs that have been impacted will be asked to make an immediate assessment of staffing, materials and equipment that are necessary to restore interim and/or long-term functions. Departments that have prepared Recovery Plans, should use these plans as guidance in restoring their functions to normal operations.

Included in the recovery phase will be the cost to recover from the incident. Affected departments will be asked to prepare internal cost and loss documentation reports and to submit them to the Recovery Team. Insurance materials or guidance documents from external funding sources or other agencies, will be distributed as needed.

#### Critical Incident Stress Management

The stress caused by an emergency can affect an individual long after the event has concluded. The Company will make physical and mental health services available to individuals by using the services of the Employee Assistance Program, worker's compensation or their Company health plan. Additionally, the services of other professionals that have been trained in critical incident stress intervention may be requested.

#### Damage Assessment Overview

Once the emergency phase of the response has concluded, damage assessment is needed to provide documentation such as:

- Insurance claims,
- Evaluation of facilities for safety and suitability of re-occupancy, and
- Investigation of the cause and contributing factors that lead to the incident.

Damage assessment should begin prior to the removal of any debris or the initialization of the recovery phase, and should be well documented.

#### **Plan De-Activation**

When emergency conditions are stabilized and the Company has resumed normal operations, the Emergency Plan will be de-activated by the FEMC. A formal announcement will be disseminated via e-mail.

If the nature of the incident requires an extension of some emergency services, special work groups may be appointed to coordinate those continuing activities. These groups may need to consider:

- Office or equipment space re-allocations
- Business relief assistance

## **Annex A**

### **Annex A: Emergency Procedures**

#### **Fire**

Fire Reporting: Dial 911

Provide The Fire Location (Building, Room & Street)

ALL individuals are required to evacuate any time the alarm is activated. The Safety Office coordinates building fire drills at least twice per year. Building occupants will be notified before a drill occurs.

- ☐ In the event of a fire, pull the alarm nearest you.
- ☐ Report the fire to 911 from a safe location.
- ☐ Follow your work area's procedures for emergency shut down of dangerous equipment or protection of cash, providing it is safe to do so and does not delay your evacuation.

Immediately evacuate through the nearest safe exit when the fire alarm sounds.

- ☐ Check the exit route before leaving the room. Exit only if it is safe to do so.
- ☐ Close the door behind you, but do not lock the door. Do not waste time closing windows or shutting off computers.
- ☐ If there is smoke, stay close to the floor.
- ☐ If it is not safe to exit the room, remain calm and close the door.
  - Attract attention to yourself by waving a bright colored object in the window, making noise or calling 911.
  - Fill cracks around the doors with damp towels or fabric to keep smoke out.
- ☐ "Walk - Don't Run." Remain calm and quiet so you can hear directions or announcements.
- ☐ Individuals who cannot negotiate the stairs should go to the designated safe zone on the floor.
- ☐ Offer assistance to individuals with disabilities.
  - Close (do not lock) the door to the safe room.
  - Report their location to FEMC or Fire Department officials.
- ☐ USE THE STAIRS TO EVACUATE--DO NOT USE THE ELEVATOR.
- ☐ Follow the posted evacuation routes to a meeting area at least 300 feet from the building.
  - Check rooms along the evacuation route for occupants, if it is safe to do so.
  - Attempt to keep the evacuated people together.
  - Inquire of the evacuated persons to determine if anyone is injured. Report injuries to FEMC to arrange for treatment.
  - Inquire of the evacuated persons if others may still be within the building and their location.
  - Provide information on the fire location, individuals still within the building and possible hazardous conditions to either FEMC or the Fire Chief.
  - If possible, compile a list of people evacuated in your group and provide it to the FEMC or his/her representative at the scene.

Save lives by evacuating the building rather than fighting the fire.

DO NOT re-enter the building until the "ALL CLEAR" is given by IC or Fire Department Officials.

#### **Severe Weather**

Severe Weather includes strong winds, tornados, damaging hail.

Watches indicate that weather conditions are favorable for a storm or tornado.

Warnings indicate a storm or tornado is imminent. Take Cover.

Severe weather warnings will be received from emergency broadcast radio or television announcements.

All occupants should seek shelter away from windows on the lowest floor in an interior room, enclosed stairwell or hallway, as directed by FEMC or designee.

- ☐ DO NOT USE THE ELEVATOR.
- ☐ Take coats, jackets, and shoes that are in the immediate vicinity for protection from broken glass and flying debris.
- ☐ Direct individuals who cannot negotiate the stairs to a safe shelter on the same floor.
- ☐ Do not seek shelter in gymnasiums or large rooms.
- ☐ Stay inside, away from all doors, windows, outside walls, and skylights.
- ☐ Sit against the wall or beneath sturdy tables if possible.
- ☐ Offer assistance to individuals with disabilities
- ☐ When necessary, cover your head and face with available protective objects.
- ☐ Remain calm and quiet so that verbal directions can be heard.
- ☐ Direct occupants to a safe shelter within the building that is away from windows.
- ☐ Check for individuals who may be in need of assistance, if it is safe to do so.
- ☐ Direct the injured and people with disabilities to a safe area.
- ☐ Locate available supplies for first aid, battery-operated radios and flashlights.
- ☐ Tune radios to a local station for severe weather reports. Keep phone lines available for emergency communications.
- ☐ Determine if the building communication systems are operable or if alternative communication systems are available.
- ☐ Report injuries to FEMC or Employee and Site Safety Coordinator immediately.

Do not leave the building until the storm has passed.

- ☐ The all clear will be signaled by the National Weather Service and relayed by the FEMC to the buildings via intercom system or other available means.
- ☐ When exiting the building, beware of downed power lines, broken glass, and unsafe areas.

### **Bomb Threats**

Report Bomb Threats and Suspicious Mail, Packages, or Objects to 9-1-1

- ☐ If a report of a bomb threat is received, remain calm.
- ☐ Attempt to get information from the caller about the bomb, including the type of device, a description, its location and when it is set to go off. Make a record of the information.
- ☐ If a written bomb threat is received, save all materials (envelopes, packing, etc) and handle the material as little as possible.
- ☐ Immediately report the threat and information to the Police Department ,
- ☐ Individuals should NOT activate the fire alarm.
- ☐ Evacuate the building completely and go to the meeting locations indicated on the posted evacuation routes.

If a suspicious object/package/mail is received or found:

- ☐ Do not touch, open, or move the object.
- ☐ Report the location and a description immediately to the Police, 911.

- ☐ Follow the directives of law enforcement representatives if on scene. If law enforcement is not on scene, follow directives of FEMC and Security Coordinator.

Note: Mail bombs are extremely rare. Suspect packages or envelopes may have excessive postage, a fictitious return address, a postmark that is different from the return address, protruding wires, aluminum foil, oil stains, or a peculiar odor. Be suspicious of mail addressed as "Personal" or "Private" to a person who does not receive personal mail at work; rigid, uneven or lopsided letters; packages with irregular shapes, soft spots or bulges; or unprofessionally wrapped packages that may be marked "Fragile-Handle with Care" or "Rush-Do Not Delay".

Evacuate immediately

- ☐ USE THE STAIRS -- DO NOT USE THE ELEVATOR.
- ☐ Take only your personal belongings that are in the immediate vicinity.
- ☐ Remain calm and quiet so that verbal directions can be heard.
- ☐ Direct individuals who cannot negotiate the stairs to a safe shelter on the same floor.
- ☐ Offer assistance to individuals with disabilities.
- ☐ Follow the directives of the authorities on the scene.
- ☐ Check rooms for occupants along the evacuation route. Close, but do not lock doors.
- ☐ Keep the evacuated persons grouped together at the locations indicated on the posted evacuation routes.
- ☐ Provide information on persons thought to be within the building, suspicious packages, objects, or individuals to Security immediately.

Do Not re-enter the building until the "All Clear" is given by authorities on scene.

**Annex B:  
Continuity Records**

**Business**

**TABLE 1**

<b>Core Business Functions</b>				
Service Description	Recipients	Maximum Allowable Disruption (Days)	Criticality	Point of Contact
Reimburse Vendors				
Maintain Database				
Process invoices				
Issue checks				
General Operations				
Maintenance Support				
Hot-line				
Help desk				

**TABLE 2**

<b>Critical Systems/Resources</b>					
Critical System	Business Function	Primary Location	Secondary Location		
Facilities					
Communication					
Security					
Network System					
Other Resources					

**TABLE 3**

<b>Critical Vendor List</b>		
Vendor Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Comments:		

**TABLE 4**

<b>Key Customer List</b>		
Customer Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Comments:		

**TABLE 5**

<b>Business Partners/Support Providers List</b>		
Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Comments:		

**TABLE 6**

<b>Secondary Location Profile</b>		
Facility Name:		
Product/Service:		
Street Address:		
City/State/Zip:		
Contact Person:		
Phone No.:		
24 Hour No.:		
FAX No.:		
Alternate Contact:		
Security Considerations:		

